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UNITED STATES GOVERNMENT

memorandum

DATE: 8 April 1992

REPLY TO ATTN OF: DIRECTOR

SUBJECT: Farewell

TO: ALL EMPLOYEES

1. As time winds down on my nearly four years here at NSA as Director, I wanted to take the opportunity to thank everyone at the Agency and within the USSS for their kindnesses and professionalism. My wife Diane and I will miss you greatly, but we are filled with fond memories and impressions of the historical greatness of this powerful and magical institution. You have left me with some rich experiences which I hope to take into my new Community job, and in my new position, I hope to have continued interaction with NSA for the future.

2. One of the few legacies anyone can leave is to attempt to influence the succession. Admiral Mike McConnell is a magnificent intelligence officer, leader, and gentleman, and I know you will be well and effectively managed for the future. His tenure here will be filled with difficult conditions, and he will need all of your intellect, support and operational-technical innovation that you can muster.

3. Budget cuts and NSA's relative piece of the intelligence resource pie will likely diminish. Target technology will be tough, and many outsiders will want to rationalize a reduced threat dimension in order to further decrement intelligence for alternative agendas. There will be a trend to de-emphasize technical intelligence in favor of cheaper and historically less productive intelligence means.

4. To counter these factors, NSA must constantly demonstrate its operational and technical prowess to deliver in all business areas of intelligence, information systems security development and operation security training. We must be infinitely flexible and adaptable as well as effective, efficient and economical. We must manage our Community and partnership relations with great skill and aplomb. We must be seen to be responsive to our customer needs, and to reflect quality in every way, both internally and externally. We must plan and act out ahead of our targets and our business contemporaries. Investment for the future must be preserved at a high level, even at the expense of some other aspects of our resource base. We cannot be layered, inefficient, bureaucratic, top heavy, isolated, or turf minded. Increasing opportunities for duty outside NSA or overseas should be sought, and these people who go forth to broaden themselves should be understood

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and recognized as having made a career-enhancing move.

5. The military account is basic to NSA as a defense agency, and lack of utter faithfulness to this fact will court decline. At the same time, the demands for increased global access are growing. These business areas (SMO and global access) will be the two, hopefully strong, legs on which NSA must stand. Aggressive leadership through continuous communication, coordination, and cooperation within a Community framework should be the formula for managing our enterprises and dealing with outsiders for the future. NSA will be increasingly visible to the world, and this openness needs to be thoughtfully, yet fearlessly, managed. Most of all, NSA needs to continue to focus, as in the past, on unsurpassed achievement in the core business areas. The work must be valued and highly relevant to our customers. Our efforts must focus on important payoff projects. Marginal business must be killed off. Most of all, technical and operational innovation to deal with a changing and changed world must continue to dominate.

6. Duty inside the NSA of the future will require the highest level of technical and operational savvy, flexibility and a high degree of policy, planning and resource management skill. The challenges will be significant, but success will also have rewards. Things will be tight, and the demand will be to continue to do more with less. I believe that NSA is up to this great challenge by aggressively adapting to the new world, both as individuals and as a global enterprise. I wish you continued success in meeting this challenge as we continue to work together for an interesting and secure tomorrow.

7. With the greatest of professional respect and pride in the wonderful people of NSA and USSS, I remain,

Faithfully yours,

W. O. STUDEMAN
Vice Admiral, U. S. Navy